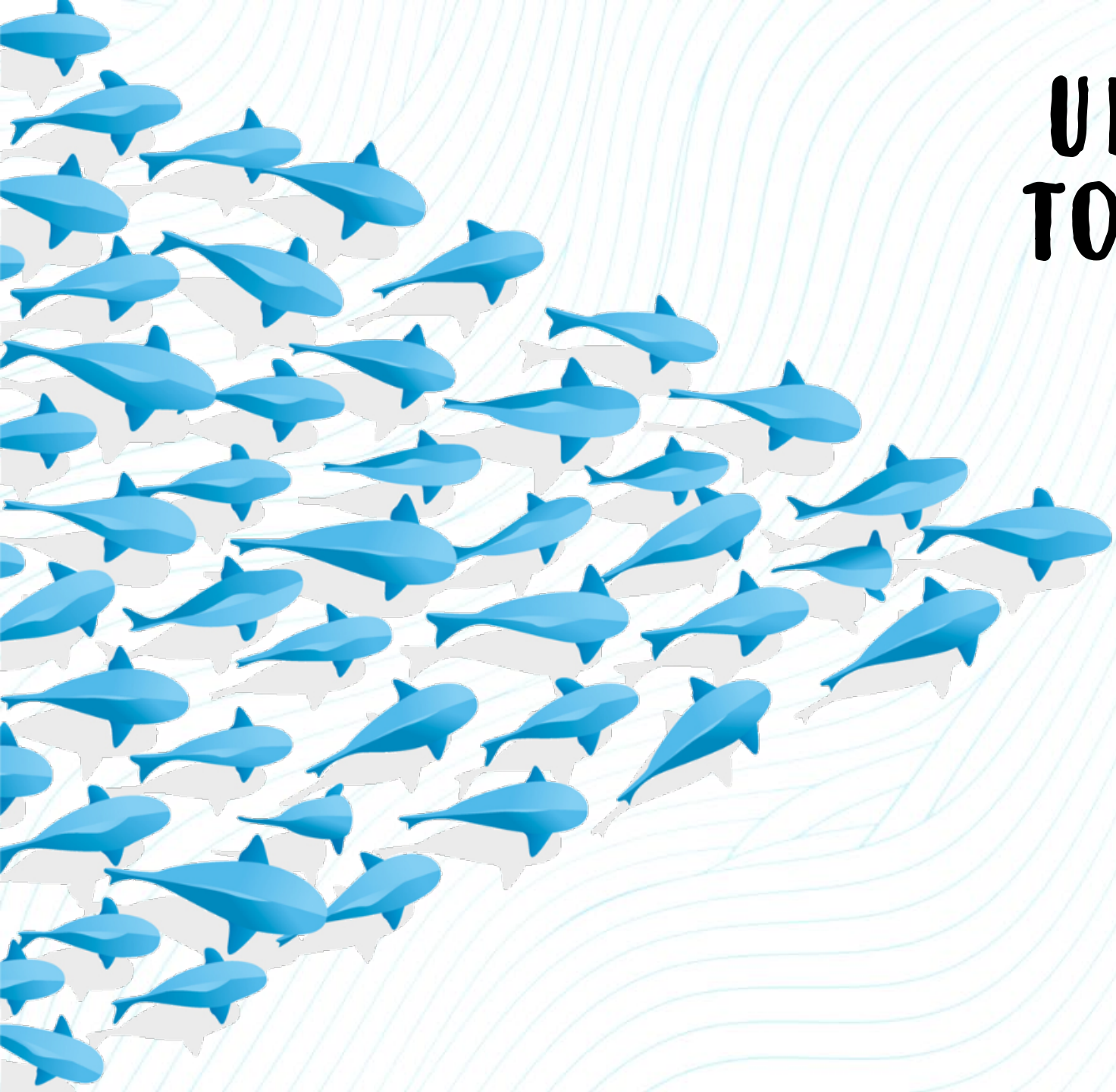


UNDERSTAND THE TOOLS IN BEING A GOOD LEADER



2023 ANNUAL CONFERENCE
KENNEWICK MAY 5, 2023

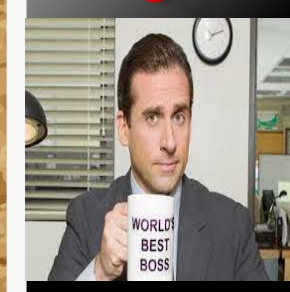


American Water Works Association
Pacific Northwest Section

How prepared
am I for that
Supervisor/
Management
position?

What are the
Keys for You
to Be Successful?

Understanding and
using Management
skills that work!



Knowing the
different
Management
Styles?

Tools of being A Good Leader

1. Listening
2. Teaching
3. Trust
4. Fair

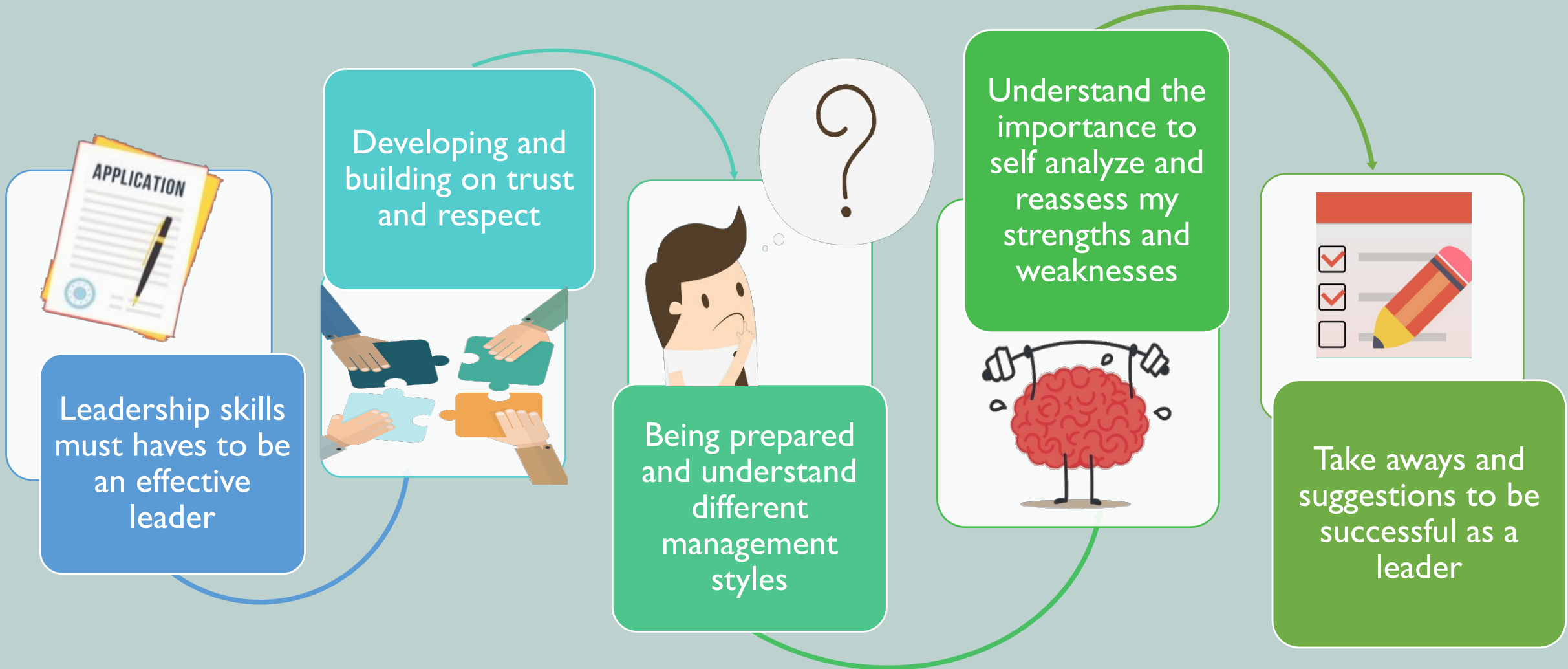


You've Got This!



As it relates to
being a
Supervisor, I
know what my
Strengths are; but
am I honest
about my
weakness?

WHAT YOU WILL HOPEFULLY TAKE AWAY



MY PERSONAL EXPERIENCE

- ▲ 28 years as a General Manager
- ▲ Working with various management levels of utilities, cities and counties
- ▲ State and Federal Legislators
- ▲ Consultants & Vendors
- ▲ Came up through organization
- ▲ On the job learning- beyond education and experience
- ▲ What I've learned and striving to be better

EVERY MOUNTAIN TOP IS
WITHIN REACH IF YOU
JUST KEEP CLIMBING

BARRY FINLAY



WHAT DOES THE FUTURE LOOK LIKE?

A massive leadership swing shift is coming as Baby Boomers in high-level executive roles retire with too few Gen Xers to take their places. As a result, millennials will be tapped to fill this leadership gap.



Gen Z

Born: 1995 - 2015
Age: 6 - 26 years



Millennial

Born: 1980 - 1994
Age: 27 - 41 years



Gen X

Born: 1965 - 1979
Age: 42 - 56 years



Baby Boomer

Born: 1944 - 1964
Age: 57 - 77 years

Nearly 80% of companies report a leadership development gap

Another 84% fear this gap will persist in the next five years.

It's estimated that 10,000 baby boomers will turn 65 every day between now and 2030

At present, there are two billion millennials worldwide and expectations are that in the US alone more than 11 million will be in managerial positions.

63% of millennials believe they lack the leadership development they need to succeed.

91% of active workplace millennials declare they have no intention of staying in the company they currently are for longer than three years

WHAT LEADERSHIP SKILLS AM I MISSING? HOW CAN I BETTER

First question – Why do I want to be a leader?

Or how can I be a better leader?

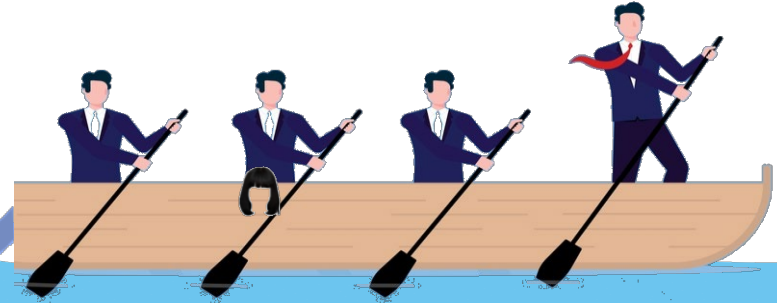
Education – Experience

Are you willing to put in the time and make the investment?

Mentoring - coaching



Leadership



Leaders are only ever as effective as their ability to engage followers

Listening = Trust and Employee Satisfaction

Communication: verbal and non-verbal

Employee Engagement

Leadership is someone following a leader because they **want** to, not because they must.

TOP TEN LEADERSHIP SKILLS



Be approachable



Make your expectations clear



Show care and respect to employees



Strive to be fair & equitable



Genuine recognition and Thanks



Open to feedback



Communicate



Hold employees accountable



Involve others in decision making-
where possible



Advocate for your employees



KNOW THE LAY OF THE LANDSCAPE

- Start with your Vision as a leader, manager, or supervisor.
- What is the organizational structure? Impacts to your short and long-term goals?

- Assessment of an organization, think about situations impacting your vision that are in your control and outside your control.
- Internal
- External
- Your expectations- are they aligned with the organization, management (understand real & unreality)



SIX DIFFERENT MANAGEMENT STYLES

DIRECTIVE

AUTHORITATIVE

AFFILIATIVE

PARTICIPATIVE

PACESETTING

COACHING



DIRECTIVE



The DIRECTIVE (Coercive) style has the primary objective of immediate compliance from employees:

- The “do it the way I tell you” manager
- Closely controls employees
- Motivates by threats and discipline

Effective when:

- There is a crisis
- When deviations are risky

Not effective when:

- Employees are underdeveloped – little learning happens with this style
- Employees are highly skilled – they become frustrated and resentful at the micromanaging.

AUTHORITATIVE



The AUTHORITATIVE (Visionary) style has the primary objective of providing long-term direction and vision for employees:

- The “firm but fair” manager
- Gives employees clear direction
- Motivates by persuasion and feedback on task performance

Effective when:

- Clear directions and standards needed
- The leader is credible

Ineffective when:

- Employees are underdeveloped – they need guidance on what to do
- The leader is not credible – people won’t follow your vision if they don’t believe in it

AFFILIATIVE



The AFFILIATIVE style has the primary objective of creating harmony among employees and between manager and employees:

- The “people first, task second” manager
- Avoids conflict and emphasizes good personal relationships among employees
- Motivates by trying to keep people happy

Effective when:

- Used with other styles
- Tasks routine, performance adequate
- Counselling, helping
- Managing conflict

Least effective when:

- Performance is inadequate – affiliation does not emphasize performance
- There are crisis situations needing direction

PARTICIPATIVE



The PARTICIPATIVE (Democratic) style has the primary objective of building commitment and consensus among employees:

- The “everyone has input” manager
- Encourages employee input in decision making
- Motivates by rewarding team effort

Effective when:

- Employees working together
- Staff have experience and credibility
- Steady working environment

Least effective when:

- Employees must be coordinated
- There is a crisis – no time for meetings
- There is a lack of competency – close supervision required

PACESETTING



The PACESETTING style has the primary objective of accomplishing tasks to a high standard of excellence:

- The “do it myself” manager
- Performs many tasks personally and expects employees to follow his/her example
- Motivates by setting high standards and expects self-direction from employees

Effective when:

- People are highly motivated, competent
- Little direction/coordination required
- When managing experts

Least effective when:

- When workload requires assistance from others
- When development, coaching & coordination required

COACHING



The COACHING style has the primary objective of long-term professional development of employees:

- The “developmental” manager
- Helps and encourages employees to develop their strengths and improve their performance
- Motivates by providing opportunities for professional development

Effective when:

- Skill needs to be developed
- Employees are motivated and wanting development

Ineffective when:

- The leader lacks expertise
- When performance discrepancy is too great – coaching managers may persist rather than exit a poor performer
- In a crisis

TO BE AN EFFECTIVE LEADER



Work to be fair and equitable

By being reliable you will build trust

Show appreciation and recognize employees

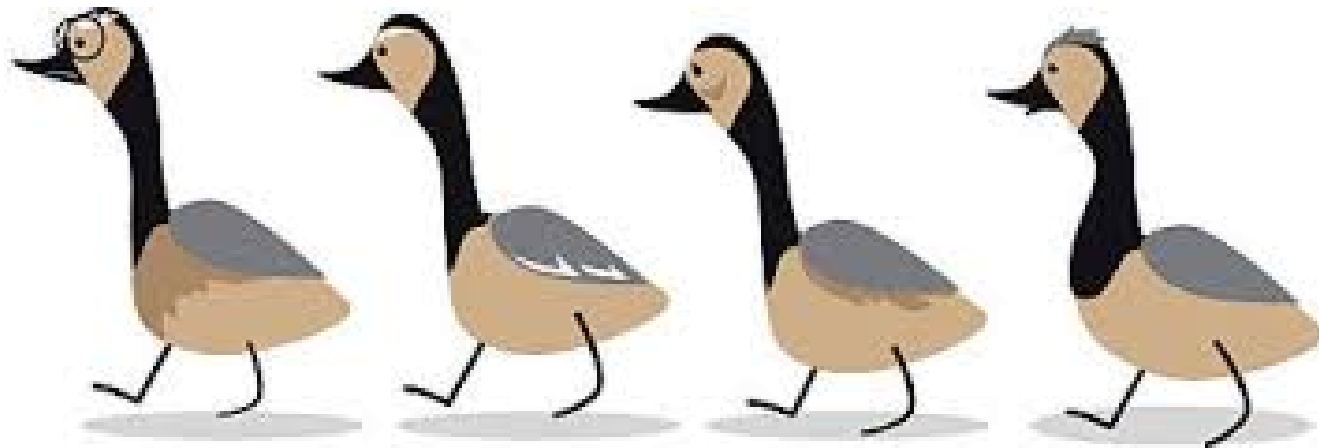
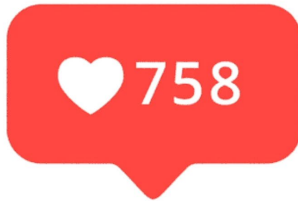
Communication

GOOD LEADERS KNOW THEIR STRENGTHS AND WORK ON WEAKNESS



- Know when and when not to react to issues (employees or management)
- Understand yourself, be honest, be an example in order to be credible
- Be willing to work hard, won't be easy, look ahead, analysis where obstacles may be
- Allow yourself time to make decisions- gather input, be informed, have the facts
 - Know and understand what you can influence
- Get to know your staff- personalities approach too direct or soft
- Will to speak up? Difficult conversations, understanding boundaries
- Management styles- knowing how and when to approach staff
 - What we allow we teach!

“BECOME THE KIND OF LEADER THAT
PEOPLE WOULD FOLLOW VOLUNTARILY,
EVEN IF YOU HAD NO TITLE OR POSITION.”
– BRIAN TRACY



- Emotions
- Gather up the facts
- The power of questions
- Compassion –genuine care
- Be honest; openly admit when mistakes are made
- Self analysis, stop, reflect, and assess!



What not to do

LEADERS ARE NOT PERFECT



KEYS TO BEING SUCCESSFUL!

- ◇ Be approachable and inviting
- ◇ Always be creditable, avoid over stating and under delivering
- ◇ Always be willing to admit your mistakes, learn from them
 - ◇ Be honest
 - ◇ Lead by example
- ◇ Understand and accept the accomplishments and the disappointments
 - ◇ Be true to yourself!
- ◇ Have fun and enjoy what you do!







**“PEOPLE RARELY
SUCCEED UNLESS THEY
HAVE FUN IN WHAT
THEY ARE DOING.”**

– DALE CARNEGIE



In Review

- Suggestions on keys to be successful
 - Management styles
 - Understand your strengths and weaknesses
 - Management skills
 - Always self analyze
- 
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Any Questions?

